
FINANCE

BRADLEY KUKENBERGER, CHIEF FINANCIAL OFFICER

(802) 793-8462

Budget and Business Support Services and Financial Operations Sections

- Budget and Business Support Services Section (13 FTE)
- Financial Operations Section (28 FTE)

Budget and Business Support Services Section

- **13 FTE including Business Support Services (7 FTE) and Federal Programs Units (4 FTE) Budget Support (1 FTE)**
 - Prepares and manages the agency's budget and provides business support functions.
 - Administers and manages state and federal transportation funds.
 - Programs projects across all modes of transportation – obligated \$283M of FHWA funds in FY2022
 - Provides financial analysis of revenues and costs.
 - Prepares and manages the Statewide Transportation Improvement Program (STIP)

Financial Operations Section

Responsible for all financial transactions and Statewide financial reporting

- **Accounting (9 FTE)**
 - Completes Annual Comprehensive Financial Reporting (ACFR), Transportation Fund accounting, Federal Highway Administration (FHWA) Statistical Reports, and Vermont State Single Audit.
 - Reviews, Coordinates, and Reconciles all financial systems and transactions.
 - Interprets Generally Accepted Accounting Practices (GAAP) and Governmental Accounting Standards Board (GASB) provisions as they apply to the Agency.
- **Accounts Payable (12 FTE)**
 - Ensures prompt payment of contractors and vendors, processing 43,916 payments in FY2022.
 - Processes bi-weekly contractor payroll payments for the Agency.
 - Coordinates Agency Payroll and Expense Reimbursement transactions.
- **Accounts Receivable (5 FTE)**
 - Prepares federal billings, third-party billings, and guardrail damage claim billings - \$283M billed in FY2022.
 - Processes all non-DMV revenues for the Agency.

EMERGENCY MANAGEMENT

MIKE TOUCHETTE, EMERGENCY MANAGEMENT DIRECTOR

(802) 793-4831

Building the Bench – Expanding Readiness

Emergent situations manifest quickly, and often unpredictably. AOT has and continues to train and build its knowledge base internally in order to respond to events quickly, efficiently, and safely.

Key areas that support continued readiness.

1. Development of Incident Command Training that aligns with FEMA training requisites, coupled with AOT specific response systems.
2. AOT has increased its SEOC partner level cadre by 9 staff this year.

3. AOT will, by the end of the year, have an estimated 24 +/- staff licensed by the FCC as operators for HAM radios, who can provide state-wide communications capabilities in the absence of traditional comms.

4. Emergency Procedure Plans in development for all AOT facilities.

5. Regional Tabletop exercises in development.

6. Rutland Airport Tabletop planned for Jan. 12, 2023

FHWA – Emergency Relief

The Emergency Relief program provides funds for emergency repairs and permanent repairs on Federal-aid highways and roads, tribal transportation facilities, and roads on Federal lands that the Secretary finds have suffered serious damage as a result of natural disasters or catastrophic failure from an external cause.

Projects completed and closed out: 26

Active, ongoing, projects: 39

CY 2022 FHWA funds leveraged: \$3,170,00

CY 2023 FHWA anticipated: \$4,166,000

FEMA – Public Assistance

FEMA reimburses state and local governments and certain types of private nonprofit organizations for the cost of disaster-related debris removal, emergency protective measures to protect life and property, and permanent repair work to damaged or destroyed infrastructure.

1. 65 ongoing projects with an estimated FEMA support value of approximately \$5.5M
2. DR 1995, from the spring of 2011, is down to 4 active large projects all being managed by VTrans Rail & Aviation Bureau
3. DR 4022, TS Irene from Fall 2011, is down to 6 active projects which are being managed by AOT's Rail & Aviation Bureau.

This summer, VTrans entered into memorandums of understanding (MOU) with Vermont Emergency Management (VEM) for 4 other active FEMA-declared disasters. These MOUs will allow VTrans to leverage FEMA funding, as a subrecipient to VEM, for work completed to restore infrastructure, including administrative costs. Detailed below:

DR 4330 (Spring 2017) – 3 remaining large projects. Fed Share of \$1,813,533.91

DR 4445 (Spring 2019) – 4 remaining large projects. Fed Share of \$2,332,373.24

DR 4474 (Fall 2019) – 5 remaining large projects. Fed Share of \$1,261,484.57

DR 4621 (Summer 2021) – 3 small projects with a Fed Share \$51,964.43

AUDIT

ERIK OBERLIN, ACTING AUDIT CHIEF

(802) 793-4289

AOT Audit Section: Who We Are

INTERNAL AUDIT & GRANTS COMPLIANCE

- Three Audit Specialist III
- One Audit Specialist II

RECORDS MANAGEMENT

- One Records and Information Systems Manager
- One Records Analyst III
- One Records Analyst I

AOT Audit Section: What We Do

INTERNAL AUDIT & GRANTS COMPLIANCE

- External Auditor and Regulators Liaison
- Subrecipient Monitoring
- Consultant Financial Reviews
- Internal Controls and Compliance Reviews
- Performance Audits

RECORDS MANAGEMENT

- Records Management
- Public Records Requests
- Scanning Operations
- Reprographics
- Documentation System Support

External Audit Liaison

Monthly meeting with FHWA auditors

5 FHWA Improper Payment Reviews completed CY2022

Supported FY21 CLA Single Audit for:

- Highway Planning & Construction

Liaison with external auditors

- State Auditor
- Clifton Larson Allen (CLA)
 - Comprehensive Annual Financial Report
 - Single Audit
- Finance and Management
 - Self-Assessment of Internal Control

Liaison with Federal regulators

- Federal Highway Administration (FHWA)
- Federal Transit Administration (FTA)
- Federal Railroad Administration (FRA)
- Federal Aviation Administration (FAA)
- Federal Emergency Management Agency (FEMA)
- Office of the Inspector General of the Department of Transportation (DOT-OIG)

Compliance and Internal Controls

Purchase Card transactions reviewed throughout the year to ensure compliance with policies and procedures.

Internal Controls and Compliance Reviews

- Invoice Reviews
- Purchasing Card Reviews
- Contract Reviews
- Personal Use of State-Owned Vehicles Reviews

Annual Verifications

- Payroll Load Factor
- Central Garage Equipment Reimbursement Rates (FHWA)
- Toll Credits and Revenue Reporting

Grants Compliance and Financial Reviews

- FY22, AOT was the cognizant agency for 121 grant subrecipients
- 56 Indirect Cost Rates reviewed and accepted for CY22
- 176 Risk Assessments (pre-award & amendments) were completed in CY2022.
- 37 Sub-Recipients Monitored in CY2022 (representing 117 active grants for those entities).

Grants Compliance - Monitoring

- Subrecipient Monitoring
 - Review grantee compliance
- Municipal Assistance
 - Assist with Single Audit and Annual Reporting

Financial Reviews

- Consultant Indirect Cost Rates
- Regional Planning Commission and other institutional and non-profit Indirect Cost Rates

Records Management Programmatic Requirements

Required by 3 V.S.A. § 218 (c) (1) – (10)

- Maintain accurate inventory of records
- Justifiable retention periods
- Implementing and sustaining records schedules as approved by State Archivist

Collaboration with State Archivist

- MOU for Targeted Assistance Program
- Learn how to manage online and cloud-based records

Public Records Request

- 94.5% of requests processed within 3 days

- Administer and coordinate responses from public for agency records
- Serve as sole point of contact with requestor

- Assist units across the Agency with responding to a request
- Monitor statutory deadlines associated with request
- Review responsive records
- Two staff members assigned to this task
- 401 public records requests were fulfilled in FY22, accounting for 13,743 pages of records

Document Management

- 236,770 physical pages scanned and indexed in CY22
- 87,574 reprographics impressions in CY22
- 20,857 square feet of large format reprographics produced in CY22
- Boxes destroyed 204 (documents scanned into OnBase, reference documents, duplicates)

High-speed/High-volume reformatting and scanning of physical records.

Large Volume/Large Format Reprographics

Maintain document imaging system – OnBase

- Index, organize, and conduct quality control for documents

PERFORMANCE

MANUEL SAINZ, DIRECTOR OF PERFORMANCE & STRATEGIC INITIATIVES

(802) 595-9570

Who we are:

Vision: Employees in the Agency are empowered to continuously improve through problem solving and challenging the status quo.

Mission: Leverage people, data, and tools to create a culture of continuous improvement.

CONTINUOUS IMPROVEMENT & TECHNICAL SOLUTIONS (5 FTE)

- Share Innovations across the agency
 - Developing and supporting innovation strategy to build an agency wide culture of innovation and problem solving
- Map and Facilitate Process Improvements
 - Facilitate employee driven reforms to improve processes, save time, reduce costs, and/or increase customer satisfaction in programmatic areas
- Guides business process documentation
 - Proactively adapting priorities and alignment with strategic priorities
- Develop small business technical solutions
 - For process improvement, information sharing and transparency

BUSINESS INTELLIGENCE & DATA INTEGRATIONS (3 FTE)

- Developing business intelligence tools
 - Measure performance for the agency
 - Operational tools
- Leveraging existing technologies to meet business needs
 - Microsoft Power Platform and other tools
- Lead the Data Governance initiative for the agency
 - Facilitate ways to improve Data Literacy
- Enabling staff to make data-informed decisions
- Coaching/mentoring

AASHTO Committees: Leadership Team for Innovation Community of Practice, Data Governance Community of Practice, Committee of Performance Based Management

Programs we drive:

CONTINUOUS IMPROVEMENT & TECHNICAL SOLUTIONS

- AOT Innovates!
 - We value frontline improvements to the way we do business. This initiative, launched in 2022, is an agency wide idea repository capturing both in process problem solving and successfully implemented, grass-roots innovations.
- Customer Engagement Facilitations
 - Our subject matter experts facilitate conversations and lead exercises where stakeholders can identify both incremental and breakthrough improvements by creating measurable and repeatable changes in how they do business.
- Service Account Program
 - Utilizing technology to its fullest potential in supporting data analytics and business process refinement often requires advanced licensing and security permissions; our team acts as an internal resource and ADS liaison.

BUSINESS INTELLIGENCE & DATA INTEGRATIONS

- Data Governance Program
 - Leading a committee to bring Data Governance best practices to the agency. Drive and coordinate our data strategy to better inform our decision-making process.
- Agency Performance System
 - The objective of this initiative is to reduce the effort needed to manage and report AOT's performance data, including over 500 performance measures (PM), while improving its consistency and accuracy through a single accurate compilation of PMs, dashboards, and reports.
- Agency Reporting
 - Agency Factbook data content, Annual Outcomes Report, Programmatic Performance Budget Report
- Dashboard Maintenance Program
 - Maintenance of dashboards our team has created and troubleshooting and resolving issues.

2022 Accomplishments

Agency Wide Initiatives

AOT Innovates!

Agency Performance Management System

Data Governance Structure

Portfolio Management

Continuous Improvement Projects and Engagements

Safety Inspection – Business Process & App Development

Contract Administration Business Process

Grants Monitoring Process

F&A Strategic Planning

Performance Team Site revamp

Data Visualization and Technical Efficiencies Realized

Right of Way (ROW) Application

Federal Funds Dashboard

Cyclical Bridge Maintenance Dashboard

Security Mentor Reporting

Learning Management System Reporting & Analysis

Launch of *AOT Innovates!*



BUILDING A CULTURE OF INNOVATION

- 1 Leadership
- 2 Empowerment
- 3 Communication
- 4 Recognition
- 5 Measurement

PERFORMANCE

Employees Are Our Best Source of Innovative Ideas

“When employees share novel ideas and bring up concerns or problems, organizations innovate and perform better. Employees are often the first to see issues on the frontlines, so their input can really help managerial decision making.” – Harvard Business Review, 2019



Safety Inspections Project

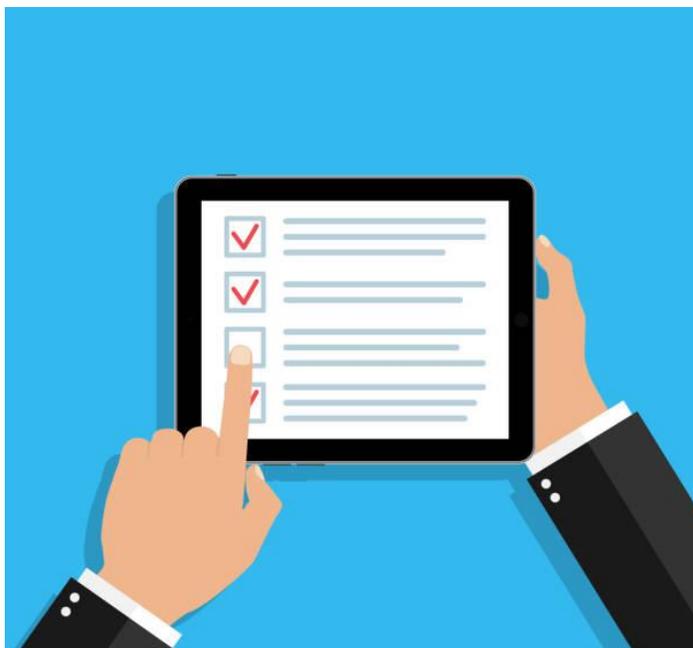
Compliance with OSHA Standards Achieved By Facility Inspection Checklist for Garages and Aviation Facilities Completed Monthly.

Problem: Historical inspection process was done with an extensive paper checklist that was then manually entered into an Excel spreadsheet by an administrator. Information was not centralized or searchable to determine trends over time or see when “fixes” are scheduled.

Finding Efficiencies Through Technology: App Development for Data Collection Using iPads in the Field

Goals and Outcomes:

- Reduce inspection process time for garage inspectors and data compilation and reporting time for Safety
- Increase inspector engagement during inspections to increase data quality and safety outcomes
- Decrease process complexity and technical demands for inspectors and Safety
- Streamline facilities inspection reporting to leadership
- Define and document inspection process, discrepancy follow-up process, roles, and responsibilities
- Increase communication between inspectors, Safety, and facilities after discrepancies reported



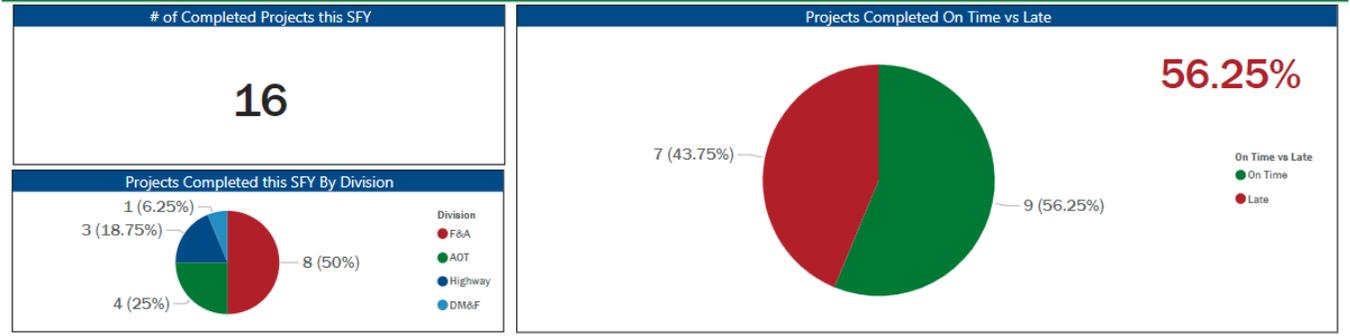
AOT Performance Management System

Accomplishments:

- Development of Performance Management System Portal.
- Development of Performance Management System dashboards.
- Development of Performance Management System App.
- Up next: Integrating these dashboards into decision-making processes and enhancing the dashboards as required.

- Home
- Finance and Administration
- District Maintenance and ...
- Policy, Planning and Inter...
- Highway
- Edit

Projects Completed in Current SFY Last refreshed on: 1/5/2023



Completed Projects Details							
Project Name	Start Date	Est. End Date	Actual End Date	Estimate to Actual Diff	On Time vs Delayed	On Time vs Late	Business
Agency Performance System (APS)	12/21/2020	6/30/2022	6/30/2022	0	1 On Time		AOT
Bike and Ped Project	9/2/2021	3/23/2022	3/23/2022	0	1 On Time		None
CA Agreement CI	7/21/2020	9/6/2021	9/9/2021	3	1 Late		Contract
CA Grants	1/3/2022	7/1/2022	3/29/2022	-94	0 On Time		Contract
Cyclical Bridge Maintenance Dashboard	1/1/2022	4/1/2022	4/7/2022	6	1 Late		Technica
Dashboard SOP	3/9/2022	4/29/2022	4/22/2022	-7	0 On Time		Performa
Data Governance Steering Committee Facilitation	9/10/2021	6/30/2022	6/29/2022	-1	0 On Time		AOT
Employee Asset Tracker	2/25/2022	5/20/2022	5/20/2022	0	1 On Time		AOT
F&A Strategic Planning	12/1/2021	7/1/2022	6/28/2022	2	0 On Time		
Total						11	

Division	Number of dashboards
Finance & Administration	10
District Maintenance & Fleet	3
Highway	4
Policy, Planning and Intermodal Development	4

Cyclical Bridge Maintenance Dashboard Enhancements

Accomplishments:

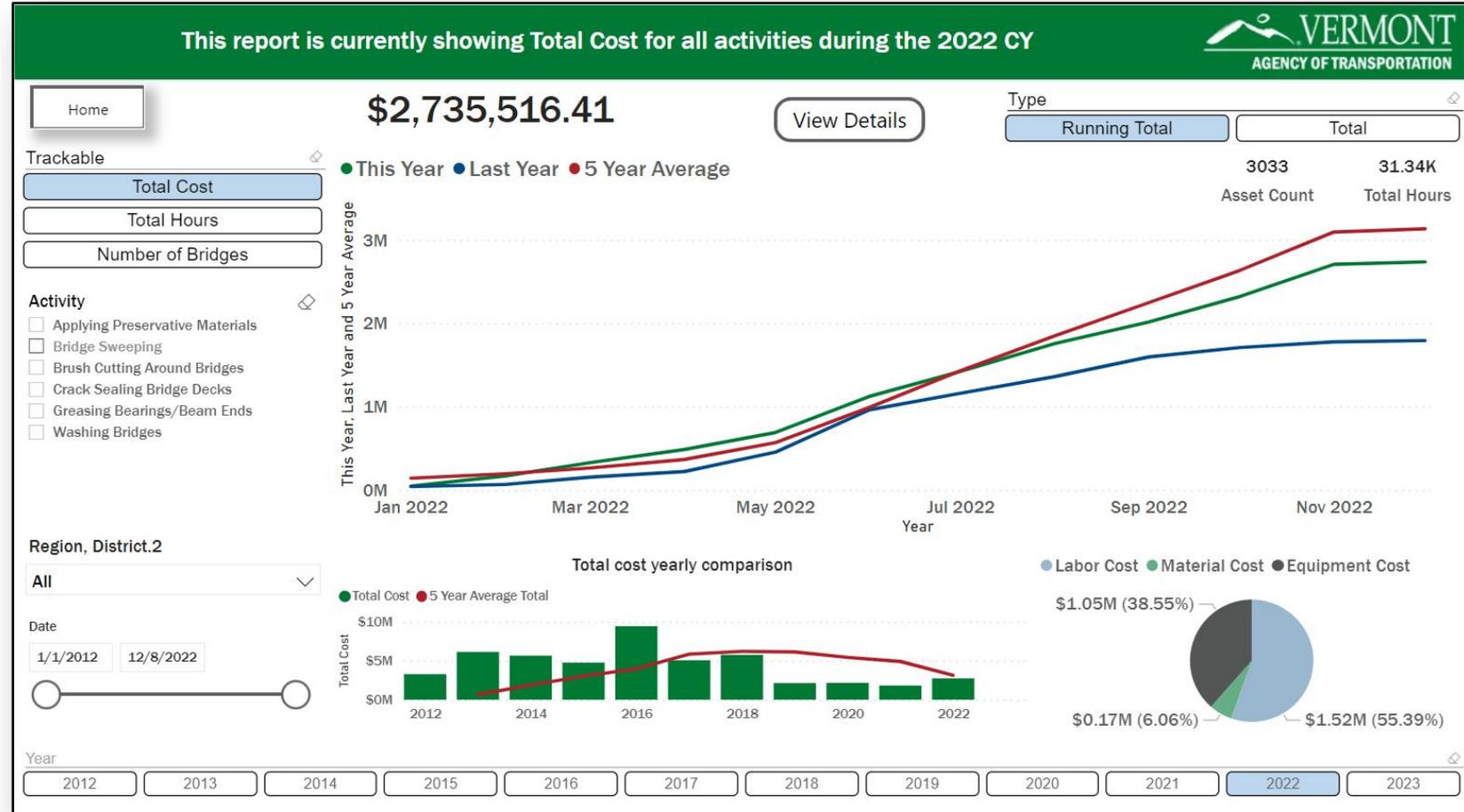
-Reallocated one FTE by reducing manual process.

-Enhanced Power BI report to help with operational activities.

-Automated “weekly report” for communication of bridge maintenance activities completed.

-Included financial data to help visualize total cost for each maintenance activity.

-Data cleansing resulted in higher quality data input, ensuring accuracy.



Performance Section - Portfolio Management

Accomplishments:

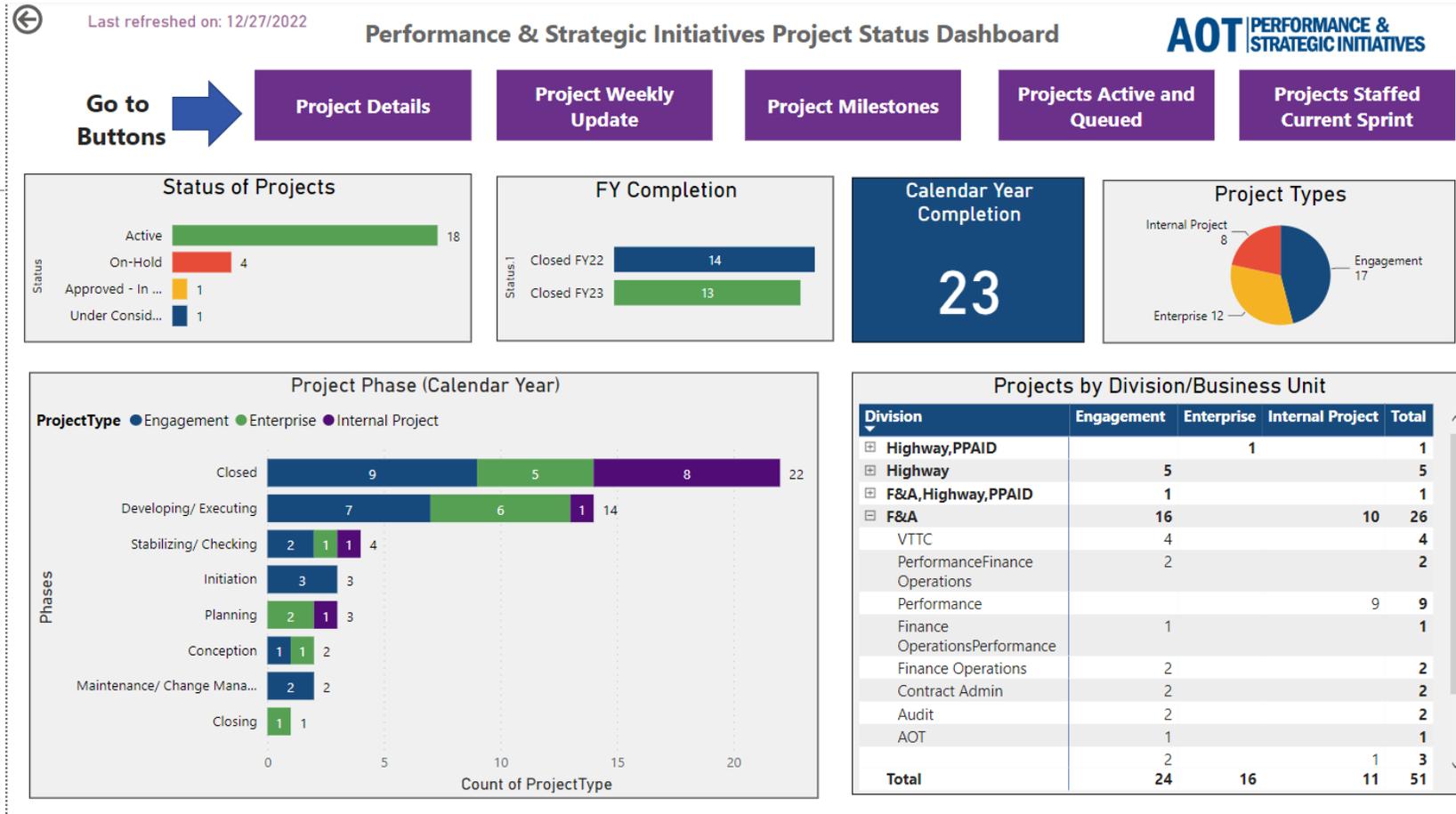
-Defined Common Language

-Implemented a single Technical solution for Weekly Report and Portfolio dashboard

-Resource allocation and prioritization: improved planning tools for what our team works on and when

-Dashboard portal provides transparency to customers and partners

Up next: more accurate project tracking with a technical solution and ways to track progress on our programs





Current Road Conditions

- Road Weather Information Stations
- Plow Finder
- New England 511



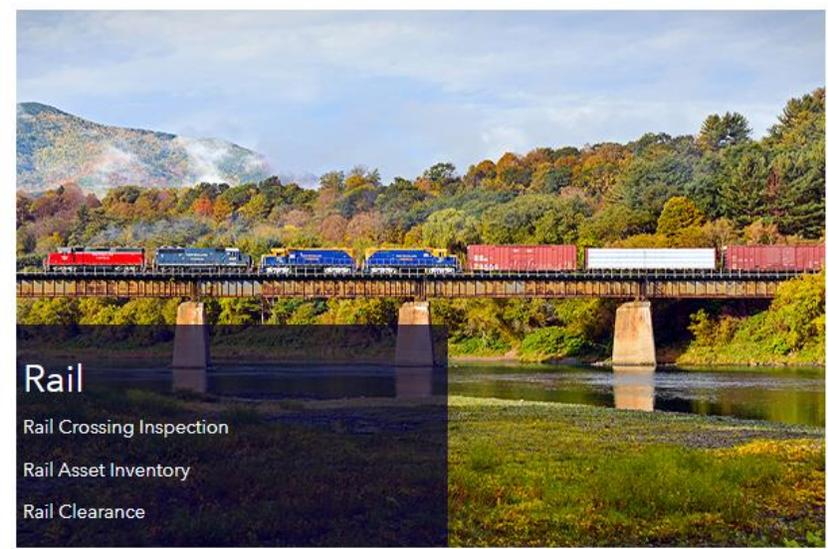
Highway Maintenance

- Highway Closures
- Maintenance Work
- Maintenance Districts



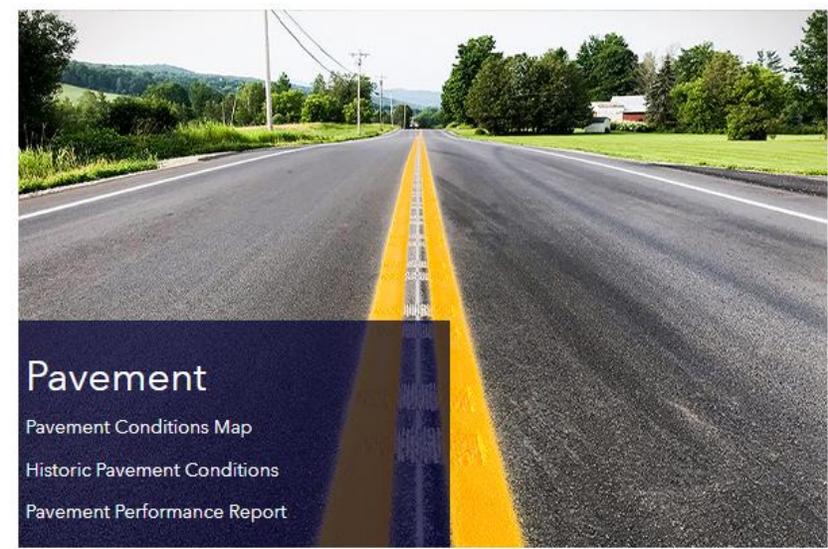
Projects

- Project Map
- Current VTrans Projects
- Find a Project



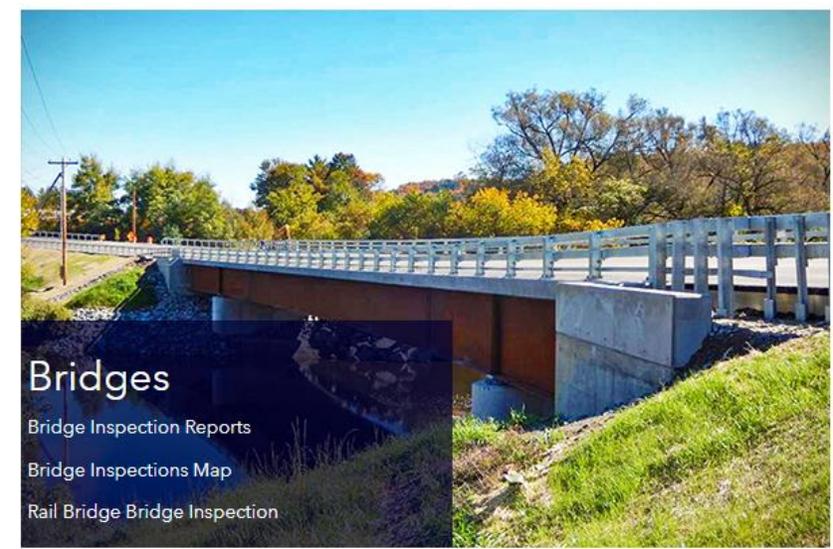
Rail

- Rail Crossing Inspection
- Rail Asset Inventory
- Rail Clearance



Pavement

- Pavement Conditions Map
- Historic Pavement Conditions
- Pavement Performance Report



Bridges

- Bridge Inspection Reports
- Bridge Inspections Map
- Rail Bridge Bridge Inspection

<https://Vtransparency.Vermont.gov>

Planned Work - 2023

- AOT – Innovates! (Continuation)
- AOT – Continuous Improvement Network
- F&A Strategic Priorities Planning
 - Baseline, execution and tracking
- Aviation Contracting Project
- Project Financials
- Change management of customer engagements
- Data Governance and Data Literacy
- Enhance the performance measurement system we have built to allow for more data informed decision making
- Project to migrate Classic to Modern SharePoint for agency documentation
- Process Improvement and Technical Solutions across the agency – Increase efficiencies

HEARINGS

KIM INGRAHAM, HEARINGS EXAMINER

(802) 272-5738

What we do

Our administrative hearings pertain to individuals who wish to appeal a decision by the Agency of Transportation, or Department of Motor Vehicles.

Two Hearings Examiners are responsible for all aspects of the hearing process:

- Determining eligibility for a hearing
- Gathering evidence for the administrative record
- Scheduling and conducting the hearing
- Writing and issuing a decision

Types of Hearings

- Suspensions and Recalls of operator licenses
- Appeal of purchase & use tax or registration fee refund denials
- Total Abstinence Program – both admission into and revocation from
- Insurance requirements
- Ignition Interlock Devices
- National Driver Register and Non-Resident Violator Compact
- Minor Alterations hearings
- Permit hearings

By the numbers – FY22 AOT Hearings

We preside over two types of hearings for AOT:

- Permit 1111 Applications - granting access within state highways
- Minor Alterations Hearings – review and decide on the necessity for activity or work proposed and establish any conditions for accomplishing it, including the award of damages, if applicable.

In FY22 we received requests for 1 permit hearing and 7 minor alteration hearings. Of these, the permit request and 2 minor alteration requests went to hearing. While these types of hearings do not comprise a large percentage of our total hearings, the number of parties, issues, and time involved are more significant than 90% of the DMV hearings we hold.

By the numbers – FY22 DMV Hearings

Received over 275 hearing requests to review DMV actions.

- Over 93% of requests were approved for hearing
- Resolved just over half prior to the hearing

Held 123 hearings and issued 104 decisions

- DMV actions were upheld in 70% of the cases
- 30% remaining cases were either DMV actions that were reversed or were lifetime suspensions that were lifted as part of the Total Abstinence Program.

CONTRACT ADMINISTRATION

JEREMY STEPHENS, CONTRACT ADMINISTRATION CHIEF

(802) 522-8714

Contract Administration

- Construction Contracts (6 FTE)
- Services Contracts (3 FTE)
- Grants (3 FTE)
- Work Authorizations (5 FTE)

Construction Contracts

Design-Bid-Build – 76 projects advertised in Fiscal Year 2022/\$281M (\$44M in State funds)

- Finance and Maintenance Agreements
- Railroad Agreements
- Utility Agreements
- Interstate Agreements

Indefinite Delivery/Indefinite Quantity (ID/IQ) – 58 Primary Contracts

- 78 task orders issued in FY22 - \$22M (\$11M in State funds)
- Highway Maintenance and Repair
- Rail and Aviation Maintenance and Repair

Job Order Contract (JOC) – 98 Primary Contracts

- 700 task orders issued in FY22 - \$5M
- State Funds Only – Equipment Rental and Small Projects (<\$75,000)

Services Contracts

19 Requests For Proposals (RFP) Advertised in FY22

- 226 Services Contracts and Amendments Issued
- \$304M - Total Maximum Amount of all Service Contracts/Amendments

Examples of Services Contracts in SFY22:

- Winter Maintenance
- Legal Services
- Laboratory Equipment
- Janitorial Services
- Automated Weather Observation Systems
- Project Information Services
- Aviation Fuel Farm Installation
- Public Transit Bus Services
- Appraisal & Review Services
- Subsurface Utility Engineering
- Roadside Mowing
- Facilities Engineering
- Facilities Architectural Services
- Archaeological Consulting
- Stormwater Management
- Electric Bus Implementation

Work Authorizations

Work Authorization Requests (WAR) for 2nd tier solicitations on retainer-type services contracts

- Compliance with Code of Federal Regulations and Brookes Act
- 256 WARs Processed in FY22

Invoice Review and Approval for all retainer-type services contracts

- 5,463 Invoices Reviewed and Approved in accordance with compliance, Contract, and WAR in FY22

Consultant Evaluations

- 395 Consultant Evaluations Processed

Grants

745 Grants and Amendments Issued in FY22

- \$220M

Example of Grant Programs:

- Municipal Grants (Town Construction Projects)
- Municipal Park & Rides
- Public Transit (EV Incentives)
- Town Highway Class 2 Roadways
- Emergency Town Highway Grants
- Better Roads
- State Highway Safety
- Grants-In-Aid

Annual Innovations and Efficiencies

VTBuys

Collaboration continues with the AOA-BGS Office of Purchasing & Contracting to implement a statewide electronic solution for procurement activities.

AOT's incorporation of Services, Job Order, and Indefinite Delivery Indefinite Quantities (IDIQ) contracts into the new system will result in a simplified bidding process for our vendors.

Grants

Developing a heat map of Notice of Funding Opportunities (NOFO) and award start dates for the 16 grant programs AOT offers.

Continued standardization of grant processes and templates to improve the customer experience.

Construction Management System

Contract Administration continues to streamline and build efficiencies within the Construction Management System (CMS) for AOT and the construction contracting community.

FACILITIES MANAGEMENT

BRAD MCAVOY, FACILITIES MANAGER

(802) 249-1942

Who we are/ what we do

- Facilities Management services for the Agency, focused primarily repairs and renovations to existing AOT structures. Oversee all new Agency building projects (ex. maintenance facilities and salt sheds).
- Prepare annual and supplemental ad-hoc work plans based on asset lifecycle and emergency needs with the four Divisions and Dept. of Motor Vehicles. Coordinate with municipalities to provide sample plans for salt/sand sheds, cold storage buildings, and maintenance garages.
- Internal Services oversees security, lease management, owned facility management, supply ordering, and postal services for the Agency.
- Contract management for all facility construction and maintenance retainer services as well as engineering consultants.
- Liaison with Dept. Of Buildings & General services for all leased facilities.

Facility Stats

AOT OWNS 424 BUILDINGS WITH 1,399,709SF OF SPACE WITH A REPLACEMENT COST OF \$160,968,637.

AOT LEASES 6 BUILDINGS

- 59 Highway maintenance complexes
- 10 State airports with 38 buildings
- 3 Rail facilities with 22 buildings
- 11 DMV locations
- 3 Weigh stations
- 20 Welcome Centers/Rest Areas
- 10 Solar arrays
- 19 Outdoor wood boilers
- 1 Garage completely green in June 2021
- 13 Sites with level 2 EV charging
- 13 Garage LED lighting upgrades

Facilities Accomplishments

- Completion of the Middlesex and Barton outdoor wood boiler projects.
- Purchased an 18-acre parcel for a St. Albans maintenance garage complex replacement
- 7 LED lighting upgrade projects completed and 6 in progress.
- First iteration of the Vermont Agency of Transportation [Space Book](#) completed.
- Electric vehicle charging infrastructure at District Office locations completed.
- 660 Job Order contract projects completed (see breakdown below)

Project Type	Planned vs. Unplanned	Invoice Amount
Planned Work	304	\$935,759.11
Unplanned Work	356	\$366,924.83
Grand Total	660	\$1,302,683.94

FACILITIES

Energy Upgrade Projects

Outdoor Wood Boilers



LED Lighting Projects

